
ORGANISATION NAME

MEETING TITLE

DATE

TIME AND LOCATION (OPTIONAL)

CONFIDENTIALITY LABEL (OPTIONAL)

BOARD PACK

Agenda and contents

Write the page each paper starts on in the merged pack, not in the original file.

ITEM	PAPER	PAGE
1	Apologies and declarations of interest	
2	Minutes of the previous meeting	
3	Matters arising	
4	Chief executive's report	
5	Finance report	
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16	Any other business	
17	Date of next meeting	

The suggested items are in grey. Cross them out, renumber, and add your own.

What goes in a board pack, and in what order

There is no legal order. This is the one most boards use, and a reader who has sat on another board will find their way around it without being told.

1 **Agenda**

The order of business, with a timing against each item if the meeting is a long one. Often printed as the contents page itself.

2 **Minutes of the previous meeting**

For approval as an accurate record. Circulated with the pack rather than tabled, so corrections arrive before the meeting rather than during it.

3 **Matters arising / action log**

One line per open action, with an owner and a date. The shortest paper in the pack and the one most often missing.

4 **Chief executive's or chair's report**

The narrative: what has happened, what is being asked for, what the board should worry about. Written by a person, not assembled from slides.

5 **Finance report and management accounts**

Figures against plan and against the prior period, with commentary on the variances. Include the cash and covenant position, not only the profit.

6 **Operational or committee reports**

Sales, delivery, people, and the reports of any audit, remuneration or nominations committee that has met since the last board.

7 **Papers for decision**

One paper per decision, each stating the recommendation in its first paragraph and the proposed resolution in its last.

8 **Risk register**

Reviewed rather than reprinted. Show the trend against the last review, not only the current rating.

9 **Any other business**

Items notified in advance. If it is genuinely any other business it does not need a paper.

10 **Appendices**

Supporting detail that would otherwise interrupt a paper. Referenced from the paper it belongs to, never free-floating.

Before you send it

- ☐ Every paper carries a date and an author.
- ☐ The agenda numbers on the contents page match the numbers on the papers themselves.
- ☐ Page numbers run continuously through the whole pack, not per document.
- ☐ The contents page shows the page each paper starts on in the merged pack.
- ☐ Papers for decision state the proposed resolution in words the minutes can quote.
- ☐ Financial figures are labelled with their units and their period.
- ☐ Any conflict of interest is declared on the paper it relates to.
- ☐ Confidential material is marked as such on the cover and in the footer.
- ☐ The pack opens as one file with working bookmarks, not as a folder of attachments.
- ☐ It was sent at least five clear working days before the meeting.

Board Pack Factory does the mechanical ones automatically: continuous page numbers, a contents page whose page references are the merged ones, and one file with PDF bookmarks instead of a folder of attachments. Your documents are assembled in your browser and are never uploaded.

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